SECTION 1: MAYORAL OBJECTIVE

MAKE BALTIMORE A CLEANER, GREENER, & MORE SUSTAINABLE CITY

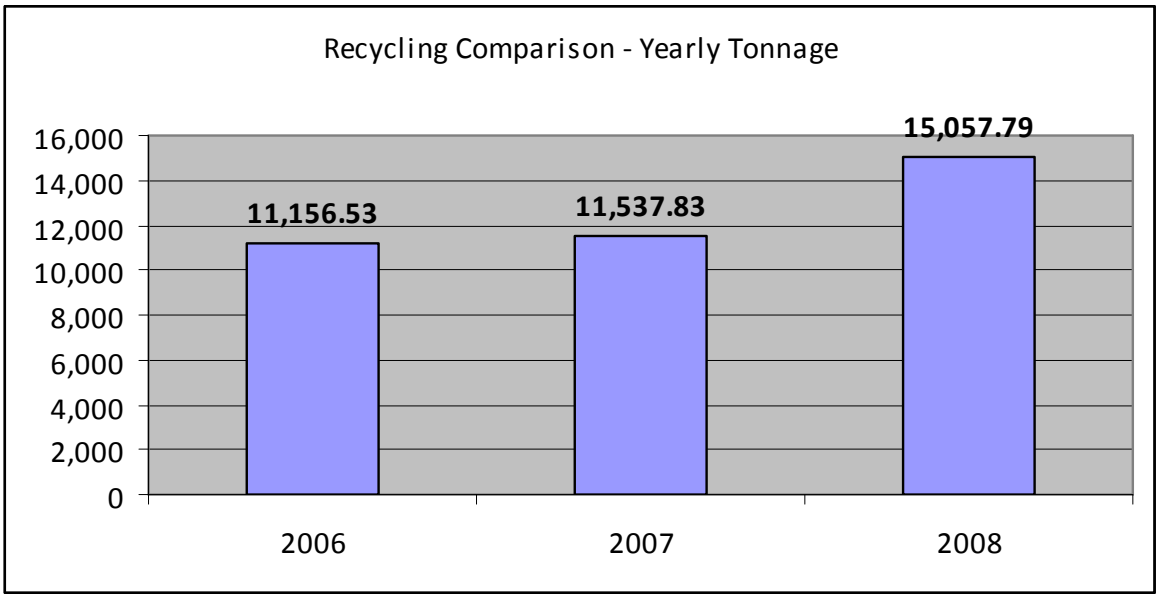
”Sustainability" is defined as “meeting the current environmental, social, and economic needs of our community without compromising the ability of future generations to meet these needs.” The objective is to create a better world for future generations.

SECTION 2: PRIORITY INDICATORS

The Mayor and her Senior Staff identified the following five “indicators” to monitor the overall of progress on this Mayoral Objective. Proposals that “move the needle” on these indicators will receive priority consideration for funding. At the same time, we recognize that many other indicators are important toward achieving the objective of a Cleaner, Greener, and more Sustainable city.

1) Percent of household waste recycled

The percent of household waste recycled is equal to (recycled household waste / total household waste). Logically, the two ways to improve (increase) the metric are: (a) increase the amount of recycling and (2) decrease the overall amount of household waste. In Baltimore, we are concerned about both.



2) Number of Rat Complaints

The control and eradication of Baltimore's notorious rat population helps the city by reducing the spread of disease and the destruction of property and by reducing a particularly visible and offensive sign of trash and blight. This criterion can be measured by:

a. 311 Service Requests
b. Citizen Survey Satisfaction Response

Rat control received a 9.0 out of 10 for importance to respondents on Baltimore's Citizen Survey. Satisfaction responses for rat control services by the City were as follows:

Excellent	Good	Fair	Poor	No Experience	Refused
4.8%	12.7%	21.9%	35.2%	25.4%	.1%

Indirect elements of this indicator include but are not limited to the following: litter, pedestrian trash receptacles, keeping trash out of storm-water systems, and compliance with trash collection guidelines (timing and proper container).

3) Percent of tree canopy cover

The tree canopy is slowly recovering from a particularly challenging period. A healthy tree canopy directly benefits Baltimore in several ways including improved air quality and a reduction in summer air temperature and energy use resulting from increased shade.

Unfortunately, the tree canopy is measured (from space) only once every 5-10 years. The increase in percent of tree canopy cover may be supplemented on a yearly basis with the following measures:

a. Ratio of trees planted to trees removed by Division of Forestry crews
b. % of New Street Trees Alive after two (2) years
c. # Trees Planted on Private Property (Tree Baltimore data)

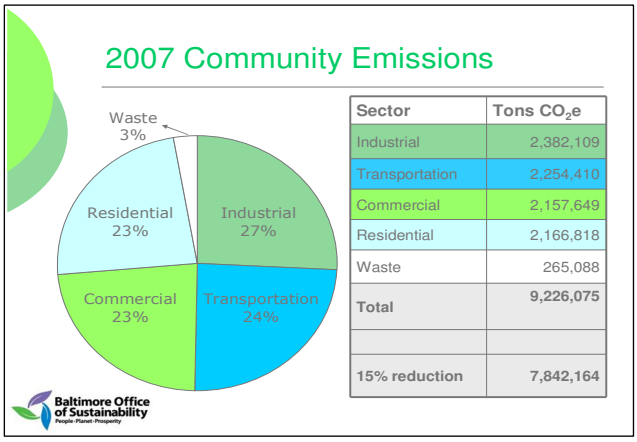
Indirect elements of this indicator include but are not limited to the following: healthy citizen arborist program, restoration of unused pavement to pervious surface, restoration and enlargement of tree pits, the effective mitigation of security and maintenance issues which can otherwise accompany an increase in trees.

4) Green House Gas Emissions

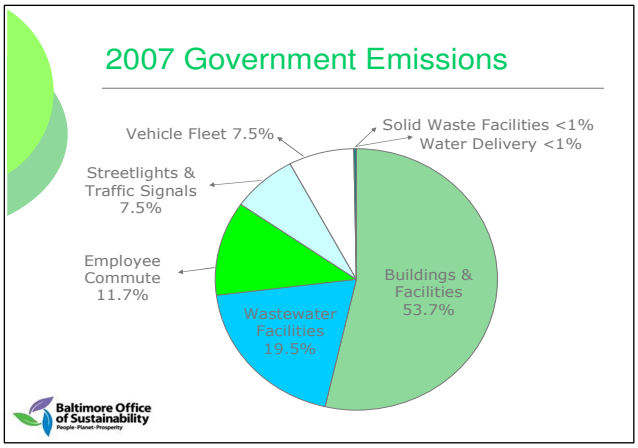
Baltimore's Greenhouse Gas Inventory uses the Clean Air/Cool Planet software, the most recent, nationally-accepted protocol, to measure Baltimore City's emissions of CO2 annually. This software program breaks the analysis into two sectors:

a. Community-Wide Emissions- Residential, Commercial, Industrial, Transportation, Waste Sources
b. Municipal Operations Emissions – Buildings, Fleet, Streetlights and Traffic Signals, Employee Commute, Water and Waste Water Utilities. Proposals of this nature should go to the Make Baltimore's Government More Innovative, Efficient, and Customer-Friendly.

The year 2003 will be used as our baseline. The following charts show Baltimore's emissions by category and sector for the year 2007, our most recent data:



Sector	Tons CO_2e
Industrial	2,382,109
Transportation	2,254,410
Commercial	2,157,649
Residential	2,166,818
Waste	265,088
Total	9,226,075
15% reduction	7,842,164



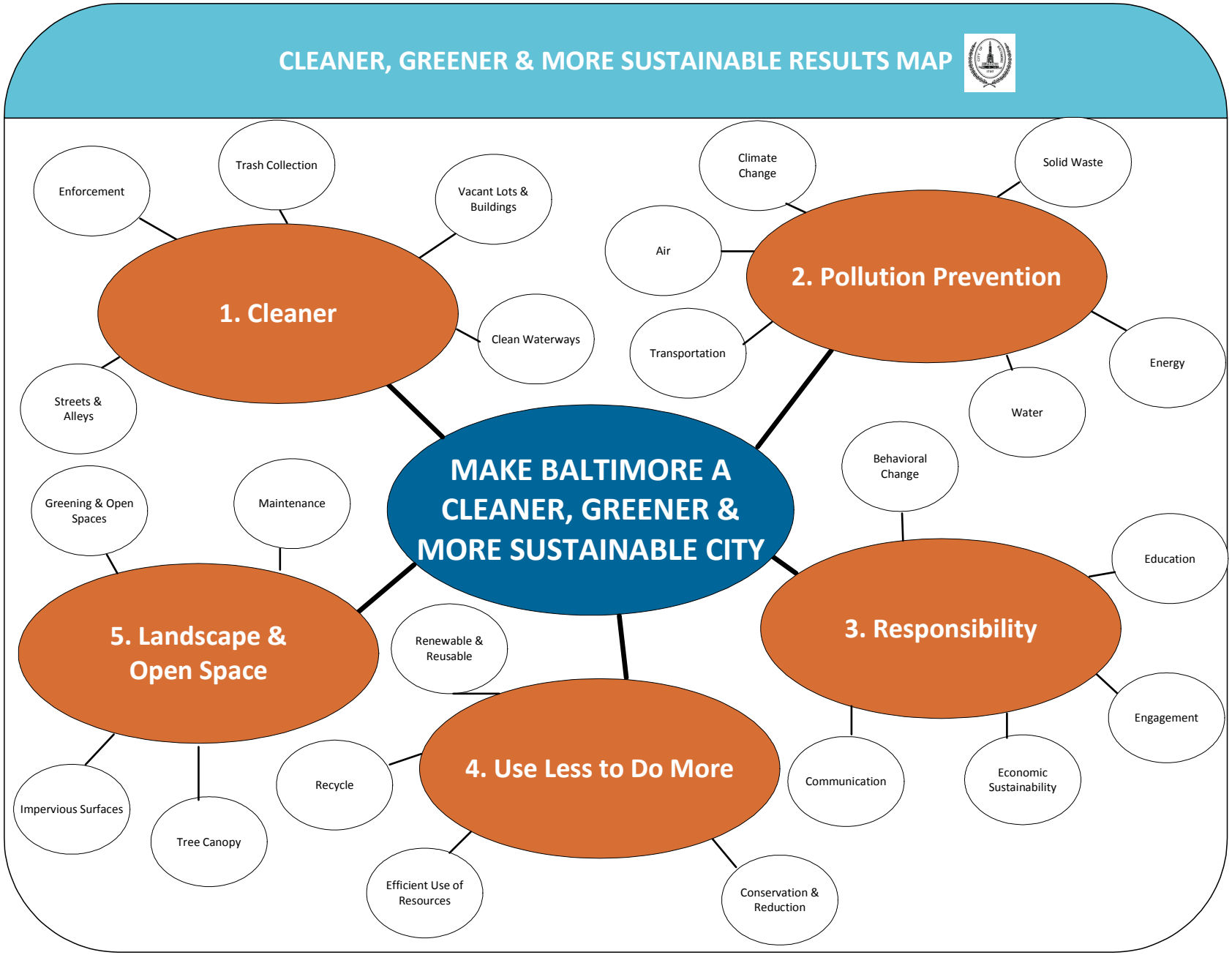
5) Citizen perception of cleanliness in the city (Citizen Survey)

Citizen satisfaction with the City's cleanliness should reflect progress on the broad array of issues covered by this Mayoral Objective. Question 1 from the Baltimore Citizen Survey 2009 asks residents about how they rate cleanliness of the city. Response data are as follows:

1. How would you rate …	Excellent	Good	Fair	Poor	Don't Know
a. How do you rate the cleanliness of the city?	3.6%	23.5%	49.9%	22.2%	.8%
b. How do you rate the cleanliness of your neighborhood?	21.2%	37.3%	28%	13.3%	.1%

Source: 2009 Baltimore Citizen Survey

SECTION 3: CAUSE-AND-EFFECT MAP



SECTION 4: STRATEGIES

Five primary factors can lead to a cleaner, greener, and more sustainable Baltimore. (See the Cause-Effect Map). These factors in priority order are:

1. Make Baltimore Cleaner
2. Prevent Pollution
3. Responsibility
4. Use Less to Do More
5. Landscape & Open Space

Strategy 1. Make Baltimore Cleaner

A key component to a cleaner City is effective waste management. This includes collection, operations, education, legislation, and enforcement. All of these items must work together to be effective, and include all waste-related pollution, including chemicals, trash, yard waste, household materials, etc.

We are seeking proposals that (in priority order):

1. Provide a solid waste collection program that supports proper disposal for all types of solid waste.

2. Increase compliance with laws and regulations designed to make the City cleaner.

Agencies should think beyond traditional enforcement strategies and consider alternative means of promoting compliance, such as education, partnering, incentives, etc.

Strategy 2. Prevent Pollution

The impact of pollution and waste on our health and quality of life is becoming more and more evident. Every day, Baltimoreans breathe air ranked as the 9th, 10th, and 22nd most polluted nationally for ozone, short-term particle pollution and year-round particle pollution, respectively. Pollution in our streams, rivers and the Bay impedes our use of these resources as centers of recreation and natural beauty, as well as their ability to sustain crucial wildlife habitats. Brownfield's sites in Baltimore can be difficult to redevelop because of the presence of hazardous substances.

We are seeking budget proposals that (in priority order):

1. Optimize transportation choices within the city.
Our current transportation system is economically, environmentally, and socially unsustainable. We are seeking proposals that reduce congestion and support increased use of public transit, walking and bicycling.

2. Improve stream and bay water quality.

Baltimore is striving to restore healthy water quality levels by 2020 in accordance with the federal Clean Water Act. Pollutants enter the water through leakage from sewer pipes, drainage from stormwater pipes and private land that include sediment, chemicals and trash. We are seeking proposals that reduce the levels of trash, chemicals, and bacteria in our water bodies through strategic deployment of resources, engineering solutions, and citizen education.

Strategy 3. Promote Personal Responsibility

Individual citizens, community groups, institutions and businesses must recognize how their decisions impact the sustainability of their community. Government can promote personal responsibility through education, awareness and enforcement of rules.

We are seeking budget proposals that encourage personal and organizational responsibility for the environment through education, communication, behavioral change and engagement.

Strategy 4. Use Less to Do More

The 'Three R's' of Sustainability are Reduce consumption; Re-Use materials and products over and over or draw from naturally renewable source; and Recycle waste materials into new products.

We are seeking budget proposals that (in priority order):

1. **Conserve energy and resources (Reduce)**
   The cheapest energy and resources are the ones we do not use. This strategy has been more aggressively implemented than the others because it has produced near-term economic benefits in addition to long-term environmental benefits. Proposals should support conservation of resources such as electricity, water and fuel.

2. **Encourage the development and use of renewable and re-useable resources and products. (Re-Use/Renewable)**
   Baltimore is finding itself short of energy and fuel, while increasing fuel costs are driving away industry and development. The only option for the future will be renewable resources such as wind, solar and biomass/waste and new, alternative fuels. Re-Use of materials such as containers, refurbished electronics and building materials is also imperative for success. Proposals should support an increase in the use of resources and products that can be reused over and over.

3. **Increase recycling (Recycling)**

   The City of Baltimore has increased its recycling of solid waste material, but has only scratched the surface of its potential. Baltimore recycles approximately 16% of the residential solid waste, where Cities with more aggressive programs are approaching 50% recycling. Proposals should support recycling of all materials from all potential markets.

Strategy 5. Provide More Landscaping and Open Space

A green city enjoys significant health, infrastructure, and economic advantages. Baltimore should strive to leverage its natural resources to provide more habitat, shade, water and air purification, food, and recreational opportunities.

We are seeking budget proposals that (in priority order):

1. **Increase the coverage of the tree canopy.**

Mayor Dixon has initiated the Tree Baltimore program in an effort to double Baltimore's tree canopy from 20 to 40% by 2037. We are seeking proposals that support research of the existing urban forest, protect existing forests, increase the number of trees planted on both public and private property, and enhance tree survival through design, construction and maintenance of public spaces.

2. **Provide cost-effective maintenance programs for Baltimore's Landscape.** Properly maintained lots, parks and open spaces increase surrounding property values, reduce crime, and increase the strength of our communities. We are seeking proposals that that support maintenance and management of our open spaces and that support effective plans and strategies for open space management.

3. **Reduce the percentage of impervious surfaces.**

Impervious surfaces increase the volume of rain water and pollutants that enter stream systems during storms, causing stream bank erosion and sediment and pollutant discharge into the harbor and bay. Examples of ways to increase pervious surfaces include green medians in streets, green roofs, and 'green' alleys made of porous asphalt.

4. **Optimize the greening and use of available open spaces (i.e. vacant lots, parking lots, roofs)**

There are nearly 30,000 abandoned properties in Baltimore City, many of them are vacant lots. Vacant lots often become targets of illegal dumping and crime. Lots can be transformed into useful, green spaces where appropriate through community adoption, greening and farming. Also, as redevelopment takes place, parking lots and side yards can be landscaped and solar or green roofs installed as part of these projects. Proposals should support greening, maintenance and the removal of barriers to greening of our vacant lots and under-utilized open spaces.

SECTION 5: CRITERIA

Value. Proposals that demonstrate good value tell us what we can expect to be delivered per dollar spent. Value is a measure of both efficiency and the effectiveness of a service.

Strength of alignment with the Mayoral Objective, Priority Indicators, and strategies.

Innovation. Innovative proposals demonstrate new solutions or the degree to which the service improves or re-engineers the way a service is currently delivered. Even high-value services as they currently are delivered have areas for improvement.

Multiple Mayoral Objectives. We seek proposals that demonstrate the ability to address multiple Mayoral Objectives concurrently.

Leverage. We seek proposals that demonstrate the ability to leverage other funds or resources for service delivery, and/or collaborate with other internal or external entities. Partnerships can also be with neighborhood groups or other non-service providers.

Evidence-based. We seek proposals that deliver a service that is proven effective through empirical data or professional best practices. This can be an agency's data gathered through CitiStat or some other performance measurement effort, or reliable data gathered by another organization.

Part of a Strategic Plan. We seek proposals that advance an existing or emerging strategic plan. Strategic Plans outline clear goals and objectives with specific action items, funding sources, individual roles, and time lines. Examples include the Sustainability Plan, Comprehensive Master Plan, Ten Year Plan to End Homelessness, Birth Outcomes Plan, etc.

Customer Service Focus. We seek proposals that focus on providing excellent customer service. Think of customers broadly and to include internal customers, such other City agencies or City staff members, and external customers, including citizens and users of City services.

Life Cycle Cost Analysis.* We seek proposals that encourage decision-making based on holistic and full life cycle cost considerations. . Life Cycle Cost is the total discounted dollar cost of owning, operating, maintaining, and disposing of a building, product or system over a period of time. (http://en.wikipedia.org/wiki/Life_cycle_assessment)

**Unique to the Cleaner, Greener, More Sustainable Guidance Document*

SOURCES

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Baltimore Green Space - http://www.baltimoregreenspace.org/

Baltimore Sustainability Plan, 2009

Baltimore Comprehensive Master Plan 2007 – 2012

Bringing Home the Benefits of Energy Efficiency to Low-Income Homes - www.practionerresources.org/documents/663/66381.pdf

Center for Disease Control, 2005 Youth Risk Behavior Survey

Chesapeake Bay Foundation

Cleaner Greener - http://www.cleanergreenerbaltimore.com/

Cleaner Greener Healthier Safer Neighborhood Ambassador Program - http://www.ci.baltimore.md.us/government/moon/CGHS/index.php

Department of Public Works - baltimorecity.gov/dpw/waste

Economic Sustainability - http://gordonforasheville.com/issues/economic-sustainability/

Energy Conservation Action Plan/Green Communities - www.epa.gov/greenkits/q5-energy.htm
Impervious Surface Removal
http://www.uwsp.edu/CNR/landcenter/pdffiles/EnvironmentalIndicatorFactSheet.pdf

Environmental Expert - www.recycling-revolution.com/recyccling-benefits.html

Environmental Protection Agency -www.epa.gov/cleanenergy/energy-programs; http://www.epa.gov/watersense/water/benefits

Maryland Department of Natural Resources - http://www.dnr.maryland.gov/forests/programapps/newFCA.asp

Northeast MD Waste Disposal Authority - http://www.nmwda.org/

Redline Community Compact - http://www.gobaltimoreredline.com/compact.asp

State of Maryland - http://www.mde.state.md.us/researchcenter/data/waterqualitystandards/index.asp

TreeBaltimore – Baltimore's Urban Forest Management Plan - http://www.ci.baltimore.md.us/government/recnparks/treeBaltimore.php

Vacant Lot Maintenance - http://www.thelandbank.org/Landuseconf/GreeningStrategy.pdf